

NAVY TOTAL FORCE  
HUMAN RESOURCES OFFICER  
CAREER GUIDE



SEPTEMBER 2012

## FORWARD

Fellow HR Officer,

This Guide was prepared to assist you in your career as a Navy Human Resources Officer. It provides an overview of items considered important to your development as an HR Officer. Remember, the Total Force Career Guide is just that - **a guide** - and will be updated annually. Because policies, requirements, and other items can change throughout the year, it is imperative that you refer to the associated subject websites for the most current information.

The Navy provides an opportunity to pursue a military career full of rich experiences and personal growth. We invite you to make the most out of this opportunity by taking the personal initiative necessary to make this journey a success. This guide contains basic guidance in identifying career path options and provides important information to assist you in making wise decisions while planning your career.

This guide is designed for all HR professionals; however, there are career differences relative to AC, SELRES, and FTS Officers. These differences are noted throughout the chapters.

Finally, this guide contains information geared towards HR Officers with 0-12 years-experience, as there are Direct Commission Officers (DCOs) who have no prior commissioned service, as well as officers with over ten years-experience who have recently transferred into the HR Community.

/s/

Rear Admiral Cynthia Covell  
HR Community Leader

### **ACKNOWLEDGEMENT**

The following HR Officers from the HR Recruiting BOD worked tirelessly to prepare this guide, and the entire HR Community owes them a debt of gratitude for their efforts:

CAPT Chris Davis - Recruiting BOD Lead  
CDR Jeri O'Neill - Recruiting BOD Deputy Lead  
LT Matthew Sanchez - Project Lead 2<sup>nd</sup> Edition  
CDR Hal Mohler - Project Lead 1<sup>st</sup> Edition  
CDR Grover Craft  
CDR Jason Bailey  
LCDR Cindy Rose  
LCDR Tim Campbell

### **NOTES**

The Recruiting Board of Directors (BoD) will maintain the information in this guide. The previous edition is cancelled and this version was reviewed and approved on this date. We invite you to send comments and suggestions concerning the content or usefulness to the Recruiting BoD.

The current BoD leads (as well as EB members and Regional Captains) are listed on the Community Leadership and Resources Sheet which can be accessed via CAC on the detailer web page under "HR Leadership":

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>

**All hyperlinks throughout this guide can be accessed by holding the control key and left clicking with your mouse.**

INTRODUCTION.....	5
A. History of the HR Community.....	5
B. HR Community Vision and Mission.....	5
C. HR Community Leadership Construct.....	6
CHAPTER 1 - PLANNING FOR A SUCCESSFUL HUMAN RESOURCES CAREER.....	8
A. It's Your Career.....	8
B. Billets.....	8
C. AC and FTS Detailing.....	8
D. SELRES Billet Assignment.....	9
E. Core Competencies: Career Depth and Breadth.....	10
CHAPTER 2 - TRAINING AND CAREER DEVELOPMENT.....	12
A. Career Progression.....	12
B. Codes and Additional Designators.....	12
C. HR Certifications.....	13
D. Graduate Education.....	14
E. Joint Professional Military Education (JPME)/Advanced Joint Professional Military Education (AJPME)/Joint Qualification System (JQS).....	14
F. HR Community Website.....	17
G. HR Center of Excellence (HRCOE).....	17
H. Direct Commission Officer (DCO) Program.....	18
I. HR Community of Interest (COI) (including the <i>Learning Locker</i> ).....	18
J. The Navy Total Force HR Community on Facebook.....	19
K. Navy Reserve Force Continuum of Service.....	19
CHAPTER 3 - MANAGING YOUR RECORD.....	20
A. Official Military Personnel File (OMPF).....	20
B. Submitting Missing Documents to Your OMPF.....	21
C. Performance Summary Record (PSR) and Officer Summary Record (OSR).....	21
D. Officer Fitness Reports.....	21
CHAPTER 4 - SELECTION BOARDS.....	24
A. Selection Boards.....	24
B. Preparing for Boards.....	24

## INTRODUCTION

The Navy's Human Resources (HR) Officer Community serves the Chief of Naval Operations and Chief of Naval Personnel, both at the headquarters level and throughout the fleet, to ensure success of Navy's mission by anticipating war fighting needs, identifying associated personnel capabilities, and recruiting, developing, managing, and applying those capabilities. The Navy's most valuable resource is its people. Your membership in this community will play a critical role in attracting, recruiting, assigning, developing, and retaining Navy's talent to support our challenging national security mission. Declining financial resources, coupled with new and emerging threats and required capabilities, translates to a need for a more highly-skilled Navy workforce. To meet these challenges, Navy requires innovative and cost-effective HR solutions to provide the right Navy professionals to the right jobs at the right time. A human capital strategy characterized by agile and flexible HR programs, services, and solutions is as important now as it has ever been. HR Officers will be greatly relied upon to chart the Navy's future course.

### **A. History of the HR Community**

The Active Component HR designator 1200 was established in October 2001 to respond to the growing demands for specialized skills in human resource strategy and analysis. Total Force integration required harnessing expertise from all components--active, reserve, civilian, and contractor. In February 2007 the Reserve Component HR designators 1205 and 1207 were established. In July 2007, the HR Executive Board and Board of Directors convened to provide continued leadership and vision to the community's development.

### **B. HR Community Vision and Mission**

The vision of the HR Community is to be **"The recognized leaders in delivering a mission-ready Navy workforce."** Every HR Officer's focus should be to leverage HR expertise to deliver Total Force solutions by integrating technology, people and organizational design. HR officers should be innovative - anticipating emergent and future requirements - and responsive - delivering tactical solutions that meet the Navy's strategic imperatives.

Our mission is to **"Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy."**

Execution of this mission is defined in the strategic imperatives and objectives which can be found in the HR Strategic Plan located on the HR Community page:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>

### **C. HR Community Leadership Construct**

The **HR Community Sponsor** is the Chief of Naval Personnel and the HR Community Leader is designated by the HR Community Sponsor as the lead HR Flag Officer to make decisions, implement initiatives, and establish priorities specifically focused on the Navy HR Community. Information on the Current HR Community Leader can be found at:

<http://www.navy.mil/navydata/bios/navybio.asp?bioID=486>

The HR Community, including 1200, 1207 and 1205 officers, is represented by **HR Flag Officers** from the 1200 and 1205 designators. The HR Admirals are intimately involved in determining HR Community priorities, establishing our vision and missions and directing and guiding our community's efforts to execute HR service delivery to the Fleet, Sailors and our Families.

The **HR Executive Board (EB)**, a team of HR Captains, assists our community sponsor and flag leadership in recommending, guiding, and overseeing actions and policies governing all HR mission areas.

The **HR Board of Directors (BoD)** consists of senior HR leaders representing each of the HR Community Core Competency Areas of Development, Management, Recruiting, and Requirements. The HR BoD provides information and updates to the EB and HR Community Leader regarding the strategies, initiatives, and activities of each represented competency area.

More information on the EB and BoD can be found in the charter at:

<http://www.public.navy.mil/bupers-npc/officer/Detailing/rlstaffcorps/HR/Documents/Human%20Resources%20Charter.PDF>

The **HR Regional Captain Network**. Within each Navy Region, there is a senior HR Officer assigned as the Regional Captain. The Regional Captain is responsible for the strategic communications and dissemination of community information within their respective region. Types of information sharing include Core Competency Areas (CCA), billet assignments, individual career management and development, mentoring, Brown Bag luncheons, and networking.

Current EB and BoD membership, as well as a list of the current HR Regional Captains can be found on the Community Leadership and Resources Sheet which can be accessed via CAC on the detailer web page under "HR Leadership" at:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>

## **CHAPTER 1 - PLANNING FOR A SUCCESSFUL HUMAN RESOURCES CAREER**

The purpose of this chapter is to provide HR Officers with basic information upon which to plan and manage their Navy careers.

### **A. It's Your Career**

Actively engage in managing your career. This means outlining a dynamic, time-phased career plan with goals and objectives indicating what you would like to accomplish. Seek guidance and mentorship from various senior HR leaders who have served in key positions throughout the HR Community over the course of their careers including EB Members, BoD Members, Regional Captains, Commanding Officers, the HR detailers, and mentors.

### **B. Billets**

Billet options should include: HR Core Competency experience and skill building, increased responsibility, and leadership opportunities. Build a career track that is focused on the goal of screening for milestone billets at pivotal points in your career. Some tools to help you explore career options and assist you in developing your career management plan are the HR billet listing, HR milestone listing, and career track information on the HR website.

Billet listings for all three designators, the HR milestone list, and general HR billet information can be found at:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>

### **C. AC and FTS Detailing**

The detailer's mission is to assign the best qualified officer to a position in order to meet the command's mission requirements, as well as meeting the officer's professional and personal needs. It is important to remember that the detailer's primary responsibility is to meet the needs of the Navy. Assignment to your requested billet(s) may not always be possible.



#### D. SELRES Billet Assignment

1. **APPLY/JO APPLY.** SELRES officers are not detailed to billets; they are slated, which means individuals will only be assigned to a billet they have listed or is within a distance they have agreed to travel. SELRES billets are advertised on CNRFC's APPLY website, the sole source for identifying and applying for HR billets. APPLY/JOAPPLY is the billet application process for SELRES Officers: APPLY is used for senior officers whereas O-4s and below will use JOAPPLY. APPLY/JOAPPLY assists SELRES officers in their career development by affording visibility into the entire billet base of available assignments and permitting application for these billets. It is an on-line application and is accessible through the Navy Reserve website at:

<http://www.navyreserve.navy.mil/pages/default.aspx>.

Log in using your CAC and click on the APPLY link under the Applications tab.

As a SELRES officer, you can conduct billet searches, view billet details and input billet requests. You may also submit comments and amplifying remarks with your application as well as find FAQs, board schedules and important contact information.

2. **COMNAVRESFOR NOTE 5400** is the policy document that provides guidance on applying for reserve billets. The annual notice can be found at the following link (note: you must use your EMAIL CERT to access this link):

[Link to APPLY 5400](#)

3. **COMNAVRESFOR 1001.5 series, Administrative Procedures for the Drilling Reserve and Participating Members of the Individual ready Reserve,** provides guidance on Cross-Assignments, In Assignment Processing and the status of a billet when SELRES is mobilized or accepts active duty orders such as ADSW or CANREC. This can be found at:

[COMNAVRESFOR 1001.5](#)

## **E. Core Competencies: Career Depth and Breadth**

There are four areas in which the career opportunities are categorized within the Navy's HR Professional community, called Core Competency Areas (CCAs). These CCAs offer diverse experiences and require a variety of skill sets:

1. **Development (DEV)**: Focuses on the training and education of personnel
2. **Management (MGT)**: Focuses on personnel policy and management
3. **Recruiting (REC)**: Focuses on the recruitment of personnel into the regular and reserve components of the Navy
4. **Requirements (RQT)**: Focuses on manpower and job task requirements

Similar to a Major in college, the CCA you select will allow you to gain 'depth' of experience in a particular career path. Like a Minor, a second CCA can be identified and developed which allows you to obtain diversity in experiences and gain additional knowledge regarding the 'breadth' of the HR Community.

Information on CCA and updating AQD's can be found at:

<http://www.public.navy.mil/bupers-npc/officer/Detailing/rlstaffcorps/HR/Documents/CoreCompetencyAreaCCABusinessRules.docx>

## **F. HR Community Standards**

Whether you are up for promotion or looking to get selected for a milestone billet or other competitive nomination such as a school or unique opportunity, here are the qualities that are most highly valued in the HR Community:

- ✓ Sustained Superior Performance
- ✓ Leadership
- ✓ Higher Education (Master's)
- ✓ HR Certifications (PHR/SPHR/GPHR)
- ✓ Joint Military Tours and Education (JPME I/II)
- ✓ Mobilization (IA/GSA)
- ✓ Milestone Tours

This list applies across all HR designators and is not inclusive nor exhaustive. It should provide an idea of what is looked at when a record is being evaluated by a board. Keep these factors in mind when planning your career choices.

## **CHAPTER 2 - TRAINING AND CAREER DEVELOPMENT**

### **A. Career Progression**

Continue to seek positions of increasing leadership and responsibility, and strive to excel in each billet. The current HR community brief will assist you in mapping out a variety of assignments to remain competitive:

[http://www.public.navy.mil/bupers-npc/officer/communitymanagers/restricted/Pages/HumanResources\(HR\).aspx](http://www.public.navy.mil/bupers-npc/officer/communitymanagers/restricted/Pages/HumanResources(HR).aspx)

### **B. Codes and Additional Designators**

1. **Subspecialty Codes.** The Officer Subspecialty System is an integrated manpower and personnel classification and control system that establishes criteria and procedures for identifying officer requirements for advanced education, functional training and significant experience in various fields and disciplines.
2. **Additional Qualification Designators (AQD).** Additional Qualification Designators (AQDs) define special skills or qualifications for a specific billet beyond what an NOBC may delineate. AQDs are also reflected on Officer Summary Records and may be used as discriminators by selection boards.
3. **Navy Officer Billet Classification (NOBC) Codes.** NOBC codes are assigned to all billets. When applied to a billet, the NOBC is a general statement of duties performed in accomplishing some part of an activity's mission. An NOBC entered in an officer's record reflects experience acquired as a result of performance in a billet or, in some instances, a combination of experience and education related to the billet's requirement. For AC and FTS officers, NOBCs are automatically entered into the service record based upon the billet sequence code. For SELRES, a combination of experience and education gained through Reserve participation and certified by designated authority is a basis for updating the classifications in an officer's record.

4. Ensure your Subspecialties, AQDs and NOBC Codes are accurately reflected on your Electronic Service Record.

a. To learn more about the Navy Subspecialty Codes, NOBCs, and AQDs visit:

<http://www.public.navy.mil/bupers-npc/reference/noc/NOOCSVol1/Pages/default.aspx>

b. To learn how to apply for NOBCs and AQDs, SELRES should visit:

<http://www.public.navy.mil/bupers-npc/career/reservepersonnelmgmt/officers/Pages/NOBCAQD.aspx>

### C. HR Certifications

HR Officers should pursue formal HR certification. While currently not specifically required, it is strongly desired since additional education increases your ability to provide a higher level of service to your command and Navy mission. The community advocates specifically for the Professional in Human Resources (PHR) and the Senior Professional in Human Resources (SPHR) certification offered through the Human Resource Certification Institute (HRCI) (<http://www.hrci.org/>).

1. There are multiple avenues to obtain your PHR/SPHR certification. The tests are difficult, so studying is absolutely essential. Here are some Navy certification avenues:

a. **Certification Preparation and Exam Program (CPEP)**. The Human Resources Center of Excellence (HRCOE) at the Naval Postgraduate School (NPS) sponsors CPEP. See paragraph 7d below (HRCOE offerings) for further information.

b. Order the **Society for Human Resources Management (SHRM) Learning System** and study on your own or with a group. If you are a SHRM member, local chapters often have free study groups. More information can be found at:

<http://www.shrm.org/Pages/default.aspx>

c. Take a **preparation course** through your local college or online. If eligible, you may use your GI Bill benefits.

2. Upon successful completion of the exam, ensure that you apply for either the PHR or SPHR AQD, as appropriate, so that it can be reflected on your OSR.
3. Individuals holding PHR/SPHR certifications must re-certify every **three** years, either by retaking the certification exam or by compiling credit hours from work experience, continuing education, providing HR training, etc. Recertification details are available at:

<http://www.hrci.org/>

#### **D. Graduate Education**

Ideally, you should obtain a Master's degree relevant to HR or, at a minimum, relevant to the military. There are several avenues available for HR Officers including:

1. **Civilian university**
2. **Naval (or other) War College**
3. **Navy Postgraduate School (NPS)**. Quotas for HR Officers (AC and FTS) are available in Operations Analysis (OA), Financial Management (FM), Information Technology (IT), and Manpower Systems Analysis (MSA).
4. **Other** graduate education opportunities are addressed in NAVADMIN 226/05 - Distant Learning Professional Military Education Graduate.

#### **E. Joint Professional Military Education (JPME)/Advanced Joint Professional Military Education (AJPME)/Joint Qualification System (JQS)**

1. **JPME** is important for several reasons. For AC and FTS assignment to a joint billet, JPME may be required prior to being detailed. Some SELRES billets may also require JPME certification. Discussions with your detailee and review of billet requirements during the SELRES APPLY process will assist in determining eligibility requirements for Joint assignments. JPME may also be a discriminator for promotion at the senior level. NAVADMIN 308/09 describes the officer JPME attendance requirement. An officer can attain JPME Phase I through these methods:

- a. Traditional venues for JPME Phase I include Intermediate-level War Colleges, Naval War College (NWC) Fleet Seminar Programs and correspondence courses. The two-week SELRES officer courses at NWC provide partial credit and require follow-on activity for JPME Phase I certification.
- b. NWC has a maritime-focused CD-ROM JPME Phase I course. AC and URL have priority but SELRES, FTS and Staff Corps officers are eligible. More information is available at:

<http://NWC.navy.mil/Academics/College-of-Distance-Education/CD-ROM--Program.aspx>

- c. The NWC web-enabled correspondence course is also available to HR Officers. It is an 18-month curriculum and convenes quarterly.
- d. Air Force Air Command and Staff College (ACSC) provides a distance learning curriculum delivered via CD-ROM, print-based materials and website. Students may choose to complete the course as a seminar or correspondence course. Students have a maximum of 18 months to complete this program, must achieve a minimum score of 70% on each of seven exams and complete four interactive web-based exercises. You must be at least a LCDR (Sel) to apply. More information is available at:

<http://www.au.af.mil/au/acsc/distance-learning.asp>.

- e. Army War College (AWC) offers quota-controlled enrollment in a distance learning program for O5/O6 officers. The program is a two-year course that closely parallels the scope of the resident course. Upon successful completion of the curriculum and graduation, students receive a US Army War College diploma and a Masters of Strategic Studies degree. More information is available at:

<http://carlisle-www.army.mil>

- f. Marine Corps Command and Staff College, Marine Corps University, Quantico, Virginia - The Marine Corps Command and Staff College has quotas for HR Officers to earn their JPME Phase I and a Masters in Military Studies during the 10-month course. More information is available at:

<http://www.mcu.usmc.mil/Pages/CSC.aspx>

g. Other NAVADMINs pertaining to JPME and joint education include:

- 1) NAVADMIN 316/05 - Expanded Joint Professional Military Education Phase II opportunities
- 2) NAVADMIN 308/09 - Officer Joint Professional Military attendance requirement

2. **AJPME.** Advanced Joint Professional Military Education (AJPME) is the CJCS-directed JPME Phase II-equivalent education for Reserve Officers who do not attend in-residence JPME Phase II. AJPME students shall be JPME Phase I graduates. AJPME educates RC officers and builds upon the foundation established in JPME Phase I and prepares RC officers (O-4 to O-6) for joint duty assignments. The AJPME link is:

[http://www.jfsc.ndu.edu/schools\\_programs/ajpme/default.asp](http://www.jfsc.ndu.edu/schools_programs/ajpme/default.asp)

3. **JQS.** The Joint Qualification System (JQS) designates those AC and RC officers who meet joint experience, joint education/training, and joint exercise requirements as Joint Qualified Officers (JQO). Officers who were previously designated as Joint Specialty Officer (JSO) were automatically designated as JQO 1 October 2007. Effective 1 October 2008, all AC Officers are required to be designated JQO in order to be promoted to Flag rank.

a. NAVADMIN 184/07 established the Joint Qualification System (JQS) which provides the officer with the ability to become a JQO.

b. NAVADMINs 200/07, 299/07, 019/08, 128/08, 105/09 and 185/10 expand on the initial NAVADMIN. They describe the JQS providing guidance on awarding of discretionary points for designated joint training/education and joint exercises. For more information, visit:

<http://www.public.navy.mil/bupers-npc/officer/Detailing/jointofficer/Pages/default.aspx>



## **F. HR Community Website**

The Navy Personnel Command HR Community Website is an outstanding source for information on HR Career Management and the HR Community. The website is home to PERS-4421, Human Resources Officer Distribution Branch and it is maintained/updated by our detailers. This website is located at:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>

## **G. HR Center of Excellence (HRCOE)**

The HRCOE was established in October 2007 to provide HR Officers with basic and advanced level training as well as seminars for senior officers. Annual course offerings include:

1. **HR Introductory Course: "HR Training for our Newest HRs."** This 5-day course at NPS provides an overview of the Navy's Manpower, Personnel, Training, and Education (MPTE) domain and the HR core competencies. Students get a glimpse into the fields for which they are/will be responsible and the HR career path.
2. **HR Intermediate Course: "Building Breadth and Depth for the HR Professional."** This distance learning course is designed for HR Lieutenants and Lieutenant Commanders with more than three years of HR experience. It increases students' awareness of how HR jobs align within and across organizations, and how HR work can influence the operational and strategic levels.
3. **HR Advanced Course: "Preparing HR Officers for Future Challenges."** This two-week course at NPS provides senior-level Navy HR officers (Commanders and Commander Selects) with a greater understanding of the evolving Navy MPTE domain. Though a blend of academic instruction and practical exercises, students learn about workforce planning, personnel policy, management, and execution, development, resource management, and leadership.
4. **Certification Preparation and Exam Program (CPEP).** This program prepares HR officers (Lieutenant and above) for the Professional in Human Resources or Senior Professional in Human Resources certification exam. It consists of a seven-

week web-based training program followed by a four-day on-site class and exam.

More information can be found at:

<http://www.nps.edu/Academics/Schools/GSBPP/Academics/ProfDev/HRCOE/index.html>

## **H. Direct Commission Officer (DCO) Program**

The HR DCO Program provides an opportunity for SELRES enlisted Sailors on inactive duty and civilians, with or without prior military experience, to receive commissions as HR Ensigns in the inactive reserve.

1. **Initial assignment.** HR DCOs are initially assigned, in an In Assignment Processing (IAP) status, to reserve units supporting Navy Total Force. If there is not a Navy Total Force unit at their local NOSC or NAF, the DCO will be assigned to another unit with Additional Duty (ADDU) orders assigning them to a Navy Total Force unit.
2. **Inactive duty** entails performing both "drills" and annual active duty training periods. As DCOs promote to LTJG and LT, they may be assigned to billets in units supporting other Enterprises.
3. **Training and mentoring.** Each DCO will be assigned a mentor. DCOs are required to become fully qualified SELRES officers by completing the DCO Accession Course (one two-week period of annual training) in Newport, RI. Additionally, HR DCOs are required to complete the HRCOE HR Introductory Course within two years.

## **I. HR Community of Interest (COI) (including the *Learning Locker*)**

As part of the Navy Total Force HR Community of Interest (HR COI) portal, the HR Learning Locker exists as a repository for professional development, learning-related materials and references, tools, templates, application forms and web links. The HR Learning Locker requires your CAC to access and is located at:

<https://private.navyreserve.navy.mil/coi/hr/SitePages/Home.aspx>

#### **J. The Navy Total Force HR Community on Facebook**

The "Navy Total Force HR Community" on Facebook is a closed group to which only Navy HR Officers have access. Through this group, Navy HR Officers are learning, solving problems and talking about the hard issues the Navy faces. Join the Navy Total Force HR Community page at:

[www.facebook.com](http://www.facebook.com)

#### **K. Navy Reserve Force Continuum of Service**

Navy Reserve affiliation from an active duty status facilitates the opportunity to remain a part of the Navy family, continue training and career, earn retirement and continue service to our country, while pursuing civilian employment prospects. Additional information, tools and relevant links regarding Reserve Personnel Management can be found at:

<http://www.public.navy.mil/bupers-npc/career/reservepersonnelmgmt/Pages/default.aspx>

## CHAPTER 3 - MANAGING YOUR RECORD

### **A. Official Military Personnel File (OMPF)**

1. **Your Responsibility.** It is up to you to ensure your record is complete, current and clearly presents your qualifications for promotion, milestone screening or billet assignment. Maintaining a complete record, which depicts your career and appropriately reflects all of your accomplishments, requires on-going attention. Periodically checking your record is highly recommended as it may be difficult to find a missing document when it is needed the most.

2. **Know your Record!** You must ensure that everything of importance is in it. Officers who assume their record is being properly maintained by someone else are at risk of jeopardizing their Navy career. Any one or more of the following common service record discrepancies could put you at a disadvantage with your contemporaries when in keen competition for selection:

a. Missing Fitness Reports.

b. Missing color photo in current rank (see NAVADMIN 103/07 in the year 2007 message section at:

<http://www.public.navy.mil/bupers-pc/reference/Messages/Pages/default.aspx>

c. Unexplained broken service or gaps in continuity.

d. Missing data on special qualifications, decorations, awards, education, etc.

3. You are able to view your own OMPF through BUPERS OnLine (BOL), which contains the same documents you see on the CDROM that you can order (formerly the microfiche record). You can obtain a copy of your OMPF by going to BOL at:

<https://www.bol.navy.mil/>

and requesting it. It is recommended that you review every document within your personal file several months prior to any selection board and/or milestone board to ensure that nothing has been placed within your record that does not

belong to you. Also, check for any missing documentation that pertains to you.

## **B. Submitting Missing Documents to Your OMPF**

The guidelines for submitting documents are contained in BUPERSINST 1070.27 series located at:

<http://www.public.navy.mil/bupers-npc/reference/instructions/BUPERSInstructions/Documents/1070.27C.pdf>

## **C. Performance Summary Record (PSR) and Officer Summary Record (OSR)**

These documents are the basis for the information presented to the board members in the tank. During the selection board process, the briefer assigned your record will mark up these documents based on the information contained in your OMPF. These documents can be accessed via:

<https://www.bol.navy.mil/DefaultPub.aspx?Cookies=Yes>

## **D. Officer Fitness Reports**

All officers are expected to know how to write enlisted performance evaluations and officer FITREPs. Accordingly, all officers should become intimately familiar with the BUPERS Instruction 1610 series which can be found at:

<http://www.npc.navy.mil/ReferenceLibrary/Instructions/BUPERSInstructions/>

1. The importance of your FITREP to your career cannot be over-emphasized as these documents comprise the primary record of your career achievements and are used by every selection and administrative board.
2. The ability to write strong FITREPs is an invaluable skill that all officers should master early in their careers. FITREPs are primarily written for board deliberations to consider the capability and potential of officers. Secondly, the FITREP provides a counseling tool for the officer. Therefore, the FITREP should provide the board

with meaningful and clear metrics that demonstrate performance and comment on specific traits.

3. All officers have some degree of input into the content of their FITREPs. Each reporting senior's process may vary, but the recommended approach is that officers submit their input to their reporting seniors in NAVFIT98A format and write block 41 the way they would like to have it presented. The input should be crafted to present a positive, realistic assessment of your accomplishments in accordance with FITREP input guidance provided by the reporting senior. The reporting senior then assigns trait scores and edits the comments, as needed. To catch the attention of a board, consider the following:

- a. Make a strong opening statement which characterizes performance.
- b. Make sure that trait scores match block 41 comments. Ensure the use of bullet points to quantify specific accomplishments and show their impact. Note: Do not waste lines on superfluous achievements (e.g., "15th consecutive Excellent PRT.").
- c. Prioritize bullets based on the importance to the FITREP. Bullets that describe demonstrated leadership and contributions to mission accomplishment should come first.
- d. Note personal awards in a bullet.
- e. Write actions in terms that the board will understand. Avoid non-standard abbreviations and terminology.
- f. Include a strong closing statement.
- g. Hard and soft breakouts. The critical elements in FITREPs come in two forms: hard breakouts and soft breakouts. Hard breakouts are found in blocks 42 and 43 where officers of the exact same pay grade and designator are competitively ranked with an Early Promote (EP), Must Promote (MP) or Promotable (P). A soft breakout is a statement in block 41 comparing you to others at the command. Soft breakout examples include: "My number 1 LT of 23 onboard regardless of designator!" or "My number 2 of 7 Department Heads". In both cases, the CO is ranking you against your peers. In many cases, HR

Officers are "1 of 1", with no hard breakout as there are no other officers in the command of the same designator and pay grade. In this case, soft breakouts are critical to communicate to the board how an officer ranks against peers with different designators and/or pay grades within the command. The best case scenario is a hard breakout against large numbers, with a supporting soft breakout. These hard and soft breakouts are extremely important to clearly communicate relative individual performance to selection boards.

For more information on FITREPS visit:

[www.navyfitrep.com](http://www.navyfitrep.com)Cached

## **CHAPTER 4 - SELECTION BOARDS**

### **A. Selection Boards**

There are two types of boards that you will encounter in your career: Statutory and Administrative.

1. **Statutory Selection Boards** are selection boards established by Title 10 of the United States Code and governed by Department of Defense Instruction 1320.14 and SECNAVINST 1401.3 series. Examples of statutory selection boards include boards for promotion, special selection, temporary promotion, continuation and selective early retirement.
2. **Administrative Selection Boards** are selection boards established by order of Commander, Navy Personnel Command or higher authority. Examples of administrative selection boards include senior enlisted selection board, screening boards for command or other leadership positions, the HR Milestone board, selection for in-service procurement opportunities and scholarship or other degree programs, etc.

### **B. Preparing for Boards**

1. **Records Management.** See:

<http://www.public.navy.mil/bupers-npc/career/recordsmanagement/Pages/default.aspx>

2. **Locating Your Lineal Number.** An officer may locate their lineal number on their Officer Data Card or via the Naval Register:

[https://navalregister.bol.navy.mil/.](https://navalregister.bol.navy.mil/)

3. **Board Status and Tracking.** See:

<http://www.public.navy.mil/bupers-npc/boards/Pages/default.aspx>

4. **Promotion Projections.** Select the FYXX 120X Promotion Projections link on the following page:

<http://www.public.navy.mil/BUPERS-NPC/OFFICER/DETAILING/RLSTAFFCORPS/HR/Pages/default.aspx>



5. **Officer Promotion Brief.** See:

<http://www.public.navy.mil/bupers-npc/officer/Detailing/rlstaffcorps/HR/Documents/Officer%20Promotions.pdf>